

IMPROVING CREATIVITY AND INNOVATION THROUGH HUMAN RESOURCE MANAGEMENT PRACTICES: INTEGRATION OF SOCIAL AND COMPONENTIAL APPROACH

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ABSTRACT

The process of generating new ideas and its application has become the foundation for achieving competitive advantage among firms, which has propelled many organizations to actively seek for novel ways in their operations. In the recent past, there has been a call for defining and formulating an interdisciplinary framework of model integrating individual, environmental and organizational structural factors for a holistic understanding of what drives innovation at the firm level. This paper integrates the social exchange and componential views, stressing the significant of individual, contextual and organisational factors in explaining the phenomenon of innovation. Specifically, it develops an integrative conceptual framework explaining how social exchange process and components necessary to drive creativity and innovation within organization, through integration of human resources management (HRM) practices as input to promote positive work environment to foster creativity and innovation. On the basis of the above, this paper, therefore, attempts systematic reviews of major theoretical paradigms and reflections on how organizations can combine the norms of reciprocity, trust, investment in human capital and work environment with innovation components through adoption of innovative HRM practice to deliver successful innovation.

KEYWORDS: Creativity and Innovation, Componential Theory, HRM Practices, Organisational Factors & Social Exchange Theory

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INTRODUCTION

The rapid development of high-technology, information and communication technologies, and customers' changing tastes have encouraged many organisations particularly in the manufacturing based firms to actively seek for novel ways, ideas and creative solutions to improving their products, process, methods and technology, to foster creativity and innovation. For contemporary organisations, technical competencies and financial attractiveness of products and services is mostly not enough to guarantee sustainable survival, as products and services must be of high quality and preferably unique – this referred to as innovation. The development of and implementation of new ideas leading to creation, introduction and application of new ideas within a group or organisation is substantially dependent on the attitude and behavior of employee towards innovation (Karin, Maatthijs, Nicole, Sanda and Claudia, 2009).

Given the importance of innovation, there is growing interest among innovation management scholars attempting to explain why and under which condition (s) firm can enhance its performance including innovation performance. Scholars have argued that the development and implementation of human resource management (HRM)

practices is vital to employees' performance and contribution to innovation within an organisation (Karin, *et al*, 2009). The process by which nations or firms internalise and execute the design and produce goods and services that are new to them irrespective of newness to competitors, customers or the world (Mytelka, 2000).

Many of the definitions provided in the existing literature attempted a holistic views concluding that innovation cannot be defined in a unified manner with narrow conception. Accordingly, a comprehensive definition of innovation encompasses the inclusion of a new product, a new service and new administrative activities and procedures (Hage, 1999). Many described the process of innovation as complex and intricate process, and firms engaging in innovation need to be conscious of its management and the degree of complexity. Many frameworks have been proposed to explain issues around innovation at the firm level, using a host of notion and principles including resource based view, market orientation, socio-technical approaches, transactional cost economics models, cognitive theories and institutional theory. There are challenges associated with the adoption of many diverse theories among which is differing outcomes from each of the theories bringing diverse innovation puzzle. This do not propose a complete framework of the issues needed to be consider in managing innovation successfully within organisation. While some theories emphases are on specific organisation or industrial settings, others dedicated their arguments to the nature of firms' structure and complexities as a whole. In its simplest term, innovation is the propensity of the firms to create new or enhanced products or services, and the realisation in bringing those products or services to the market (Gumusluoglu and Ilsev, 2009). To a large extent, innovation accounted for the overall success of an organization. On the basis of this, it is imperative for organization to commit adequate resources that could enhance the creativeness and innovation at individual employees' and firm level. With the current shift and transformation across sectors of organizations, innovation is a prerequisite for business success (Hamel, 2006; Jamrog, Vickers, and Bear, 2006); particularly with the wave of the fourth industrial revolution, artificial intelligence and robotic machines.

Human resource management (HRM) goal is to efficiently utilize people in the organization through various HR practices, therefore, it is not out of context to assert that the innovation know-how of firms is essentially and partly depend on human resource practices since employees are the basis and creator of any new ideas (Shalley and Gilson, 2004; Redmond, 1993). As the world is becoming fiercer in competition, organizations are looking for alternative ways to ensure market dominance using people as the most reliable source of innovation. To achieve certain outcome in the organization particularly innovation, employees are considered as the most important input, their competencies, knowledge, know-how and skills becomes crucial elements towards the achievement of innovation (Altmann, 2014). Consistent change in taste, technology and pressure from globalization have continuously propel organisations to consider changing their processes, systems, techniques, and services to entirely new for gain competitive advantage. The organization environment influence activities and processes preceding innovation in any organization (Kanter 1996). Human resource features most times impact organizational context and studies evidenced the linkage among HRM practices and innovation. A study conducted by Jimenez Jimenez and Sanz-Valle (2005) acknowledged a fit between HR practices such as team-work, skill oriented staffing, staff training and innovation.

To continually change the processes, systems, techniques and services of organization to something newer, organizations need to consistently focus on the capabilities of its workforce. It has been acknowledged that an organization's approach to human resource management is instrumental to eliciting positive work behaviours among employees, which in turn enhances the three dimensions of innovation – product, process and administrative innovation

(Tan and Nasurdin, 2010). According to Shipton, Fay, West, Petterson and Birdi (2005), effective management of a firm's human resources would promote innovation by enabling employees to create, transfer and institutionalize knowledge. The strategic inter-connectedness of human resources management across the organization has placed before the practitioners, the potential to influence innovation. Availability of right resources may act as a catalyst but creativity will not flourish if organizations do not have a culture of encouraging and supporting innovation (Ogbo, 2012). There is consensus across HRM spectrum that innovation capacity of an organization resides in the intelligence, imagination and creativity of its human resources (Mumford, 2000). Effective human resources management practices are significant in extracting positive work behaviour among employees, which consequently lead to innovation (Tan and Nasurdin, 2010; Damanpour and Gapalakrishnan, 1998). Organization must provide their employee the opportunities to innovate or must make demand for innovation from their employees (William, 1990); and must also ensure sustainability of innovation performance through innovative work behaviours (Janssen, 2014).

There is much focus on market dominance and the technical competence needed to innovate without consideration about environment for innovation. Work environment can be shaped through the activities and practices of human resources management and consequently influence the creative ability of employee to deliver innovation. Innovation requires not only new process, system or technology but also the interconnectedness of resources in the organization particularly the human resource to develop the capability for innovation. The reminder of this paper is organized into four main sections. In section 2, the social exchange and its alignment to HRM and organizational innovation; section 3 will discussed the componential theory of creativity and innovation. Drawing from the analysis of the relative strength and weakness of the two approach, section 4 provides an argument for integrated framework that incorporate the strengths of both approaches considering human resource management practices as key input in the innovation process.

Social Exchange Approach

Among the most influential paradigms for understanding work place behaviours is social exchange ideology as posited by Peter Blau, (1964). The concept of social exchange is known for its famous norms of reciprocity which have long been adopted by social scientists to explain the basis for motivation behind worker's behaviours and certain organisational factors responsible for positive attitude from workers. Positive actions directed at employees by the practices of human resource management which are aimed to support the working conditions in terms of acquisition of new skills; freedom to decide on the best method in the performance of task; and the intrinsic motivation that can enhance their creative ability to deliver innovation and promote quality relationship that will generates feelings of responsibility for workers to respond in positive ways to their organisations. SEA was initially developed to explain issues related to the development and maintenance of inter-personal relationship. The relevance of the approach within organisation necessitated its applicability to employee-employer relationships (Shore, Tetrick and Barksdale, 1999). The broad assumption is that employee can form a unique relationship with the employing organizations if there is a feeling of genuine obligation of both parties. This unique relationship has consequences for behaviours, particularly since employees' payback the benefits received, it is possible and likely workers will extend goodwill and helpfulness towards the organisation they have good social relationship with (Cropanzano and Mitchell, 2005). Social exchange view holds that employees' are likely to interchange the organizations' sympathetic action with actions and effort that will promotes the attainment organisational objectives. Although, diverse ideology about social exchange have been developed overtime, scholars agreed that social exchange encompasses a sequence of connections that cause commitments (Emerson, 1976), which are ordinarily seen as inter-

dependent and reliant on the actions of another party involve in the relationship loop; and that those inter-dependent interactions have the likelihood to create quality interactions (Cropanzano and Mitchel, 2005).

The main thrust of SEA according to Peter Blau (1964) is to differentiate social exchange and economic exchange. According to him, social exchange refers to the relationship that entails unspecified future obligation, which generates an expectation of some future return for contributions. The relationship in SEA is founded on one party believing that the other parties will be fair and be committed in the discharge their obligation throughout the engagement period (Holmes, 1981). Trust is one of the critical tenets of social exchange process, especially in the short run where some short-term or seeming asymmetries may exist between an individual's incentives and contributions between the parties in the exchange (Yakubu, 2011). Trust and investment in human capital are critical factors in the social relationship; both parties invest in the relationships with some in-built threat that their may not be a payback (Blau, 1964; Cotterell, Eisenberger and Speicher, 1992). Accordingly, in the organisation context, social exchange approach has been applied to describe the psychological process underlying the employee's attitude and behaviors (Setton, Bennett and Liden, 1996; Wnyne, Shore, Bommer and Tetrick, 2002).

The implementation of progressive human resources management practices that affects employee's skills and motivation can create competitive advantage for organisations due to the strategic value of HR in creating organisational culture and social relationship that cannot be readily replicated by other organisations. Social exchange is the most basic form of exchange (Blau, 1964) and it is based on norms of reciprocity (i.e. managerial expectations - recognition, empowerment and investment in human assets). These expectations will certainly be reciprocated according to social exchange. The need to create a climate of trust and capabilities to bring the organisations and the employees together is embedded in the social exchange relationship as anchored by social rewards expectations and contributions. The exchange arising between member and owners in the organization drives the economic exchange as social perceived social relationship elicits positive effect, confidence and affinity. From the organization's point of view, social exchange approach holds that social exchange occurs when an individual is attracted to its organization, if the relationship can bring some social rewards which serve the interest of both parties as expected according to their interest. The interactions produce a situation of reciprocity between the workers and the organization, which will positively affect the workers' creative tendencies.

In applying the SET to explain the influence of human resource management practices on creativity and innovation, the rationale behind this explanation is the "norms of reciprocity", "trust" and "investment in human asset". Employees who perceived a highly supportive work environment are more likely to reciprocate the organization with positive attitudes such as high-level of effective commitment and favourable work behaviour that can bolster creative capacity accompanied by socio-emotional factors. Specifically, HRM practices which are intended to promote supportive work environment (i.e. autonomy, motivation, knowledge management and training) are prerequisite for enhanced innovation performance. In short, the underlying premise in the social exchange approach predicts that the exchange of favourable treatment could be prolonged if the receipt of resources from another party is highly in need and valuable (Eisenberger, 1986).

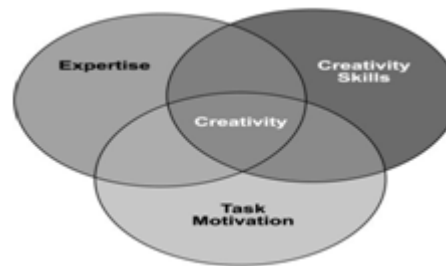
At its core, innovation is interactive as well involves socio-political process that are likely to be repelled by employees who are devoted to the existing framework of thoughts and actions (Janssen, 2003). In view of the socio-political nature of innovation activities, employee's readiness to participate in creative undertakings may be contingent to the

extent to which they perceived the support from their organization. Human resources management practices such as autonomy/freedom, focused training, employee motivation and knowledge management are considered as practices that are supportive (Tan and Nasurdin, 2005, 2010), which can strengthen social relationships leading to innovation. Basically, it is anticipated that as long as organisation can satisfy and provide worker's needs, there is instantaneous formation of opinion and believe about how organization, manager and associates. Workers appraise the supports anticipated from the manager and the colleagues before attempting to engage in creative course of action. When the individual sense confident of earning the needed support for creative actions, they may reflect resulting to innovative behaviour. The mutual interchange between workers, organization, managers and colleagues appears to be a significant element for strengthened innovative behaviours within organisations.

Social exchange approach clarifies how innovative behaviour among workers could be generated through the feeling of being indebted concerning the organization, manager and the co-workers to offer innovation relevant contributions. The theory holds that the feelings of obligation is the consequence of observed support from the organization since its provide resources relevant to innovation (Yakubu, 2011). For instance, sharing of information and knowledge among the employees, providing opportunity for skills update (training and development), motivation and freedom to adopt best practices in solving organizational problems are support mechanisms which can be provided through human resource management practices.

The Componential Theory of Creativity and Innovation (CTCI)

Componential theory of Creativity and Innovation was developed by Teresa M. Amabile. The theory is a comprehensive model of social and psychological components necessary for an individual to produce creative work that will eventually be implemented to become innovation. At first, Amabile postulated componential theory of individual creativity which does not includes consideration for organisations around 1983, which was later modified in 1996. The theory indicated two general categories of work environment that are either stimulants or obstacles to innovation within the organization. Stimulants refers to organisational and supervisory encouragement, work group support, sufficient resources and challenging work, while obstacles form of environment refers to organisational impediments and work load pressures (Amabile, 1996). The theory is built on the foundation of the componential theory of individual creativity and further incorporates into a broader model including the work environment in 1997. According to Amabile, work environment has shown that there are several factors within organisation that serve as constraint to creativity and successful innovation. Studies have revealed that the practice of harshly criticism of new ideas by workers, political instability, the act of maintaining status quo, conservatism, inability to take risk by management, and extreme time pressure (Amabile, 2005). Similarly, the theory equally emphasised other factors that if present in the organisation will enhance the potential of innovation. Such factors include positive challenge, teams work, collaboration, freedom and autonomy, encouraging development of new ideas, management supports for innovation and the practice of knowledge sharing (Amabile, 2012). Innovations are expected to happen when there is similarity between workers' abilities and their inmost desire (strongest-intrinsic-interest). The CTCI describe the implication of organisation's work situation on the creative ability of individual and team members on overall innovation performance of employees within firm. Accordingly, there are organisational mechanisms consider essential for firm innovation; these are organisational variables that constitutes and shape the working environment for individual employees to perform creatively.



Source: Amabile, 1997

Figure 1: Componential Theory of Individual Creativity.

The central prediction of componential theory of creativity and innovation holds that, element of the work setting will influence individual's creative ability which later produced serves as a primary source for innovation within the organisation (Amabile, 1996). The main key and important philosophy of the theory is the contention that the social-environment do impact on other components in the organisation, but its effect on task motivation seems to be instant and direct (Amabile, 2002).

Four components are required for improved creativity to occur in an organisation, out of which three are within the individual employee working in the organization (domain skills, creative processes and intrinsic motivation) and the fourth element is external to individual employee (the social-environment in which the individual is working). Figure 1 below shows the individual component necessary for creativity and innovation according to the theory.

Expertise: This explains the fundamentals for every creative-work. It comprises the cognitive-pathways applied for resolving a job or a challenge (Amabile, 1997). The expertise section equally contains the retention for accurate-knowledge and technical-skills in the knowledge-domain in combinations with some aspect of cognitive-pathways, and likewise exceptional aptitude in the work-domain. The expertise aspect is mainly the sources of intellect and the collection of special information needed for problem solving. This aspect contains both declarative knowledge (i.e., factual-information, causal-beliefs, or perceptual-orientations) and technical knowledge such as the strategy, guidelines, and abilities for acquisition, storage, recovering, and deploying declarative-knowledge (Glynn, 1996).

Creativity Skills: The component of creative-skill emphasis on subjective features like self-restraint, orientation for taking risks, acceptance of ambiguity, the capacity to discover unidentified paths, technique of working (Styhre and Sundgren, 2005), untiring to obstruction and fairly not worry by social endorsement and sanctions. The cognitive aspects encompassed in these abilities are: ability to accept new viewpoints on challenges and application of such methods for discovering new cognitive-pathways. Moreover, if the expertise-level is very high, it may be difficult for the workers to come up with creativity, particularly if the abilities in creative-thinking is lacking. The cognitive abilities to certain extent depend on personality features and characteristics. Nevertheless, the knowledge and working methods to develop the cognitive-flexibility and intellectual freedom, creative abilities can be amplified (Amabile, 1997).

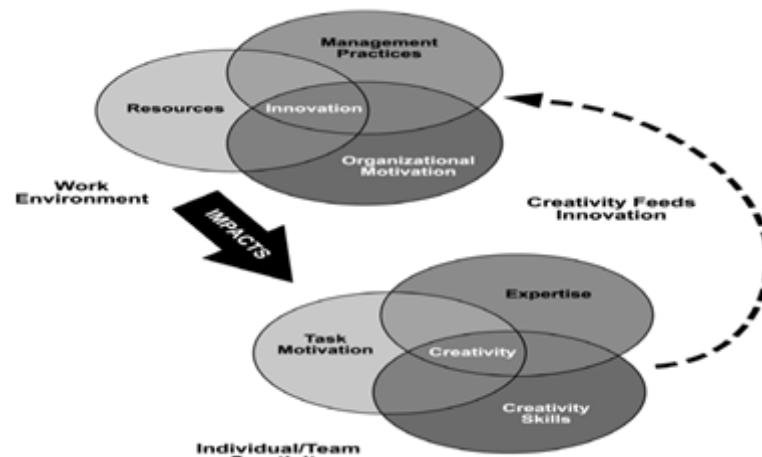
Task Motivation: The component of task-motivation is the motivating energy for creativity activities in an organisation. This component is important and is linked to the intrinsic-motivation belief of creative principles, which suggested that workers are better at creativity if they are intrinsically-motivated by the contest, enjoyment, satisfactions and willingness in the job itself. Intrinsic-motivation is frequently used in describing why creative people have much vigor and commitment

towards their tasks. Extrinsic-motivation, It refers to features of work environment that focused on the aspiration to succeed on a particular project beyond the job itself, as accomplishing a pledged incentive, attain a rank or to meet a target (Styhrre and Sundigren, 2005). Blends of intrinsic-extrinsic rewards are frequent, but intrinsic-motivation is claimed to be the basis for workers to perform their jobs. There exist though collaborations among extrinsic-intrinsic motivations, where extrinsic- motivators can serve as either an obstacle or a sustenance for individual creativeness. Restrictions concerning the works are done or incentives that are considered and designed as a way to monitor behaviours, will weaken workers self determination, and will consequently certainly not be favourably pooled with intrinsic-motivation for better performance (Amabile, 1999). Rather, it might reduce both intrinsic-motivation and workers creative abilities (Amabile, 1997). Rewards, recognitions and feedbacks that endorse individual capability and feedbacks that produce workers with experience on ways to develop its skills, are said to have a positive influence and supports for creativeness in situation it ensures not to weaken workers feelings of self determination.

Moreover, the ultimate aim that motivate an individual to achieve an assignment and enables reward, which comprise more autonomy, period or tools to perform on stimulating idea, are said to supports rather than diminish intrinsic motivation (Colins and Amabille, 1999). The constituent's expertise and creative thinking skills define what an individual is proficient of performing, while the element of task motivation determines what the individual will truly do, and likewise regulate to what degree the individual can deploy his expertise and creative-thinking abilities in the creative performance process (Amabile, 2001). A high degree of intrinsic motivation can to a reasonable magnitude make-up for the dearth of expertise or creative thinking ability, as that may likely make individual attract more skill adjoining domain or relate a huge effort in achieving the needed skills levels (Amabille, 1997).

From the elementary model of individual creativeness developed in 1983, Amabile extended the theory to incorporate both creativity and innovation in the organization. The elementary model of worker's creativity was retained, while other assumptions were added; four components in the original model influence the creativity of individual and team work within organisation (Amabile, 2012). Essentially, an analogous set of component was recommended for innovation to expand the CTCI, stating that innovation depend on availability of resources in the task domain (corresponding to domain skills at the individual workers' level); innovation management skills (similar to an individual's creative-relevant process) as well as incentive to innovate (related to individual task motivation element). Accordingly, these skill and expertise domains constitute the variables in the work environment exerting influence on individuals and team creative abilities (Amabile, 2012). Figure 2 below shows the expansion of the theory that encompasses innovation.

From the above diagram, the component of resources comprises all that are needed by organisation to encourage work that are targeted for innovation. It includes an extensively number of elements such as adequate time for creating new work, people with essential know-how, capital apportioned to various project work and availability of training (Amabile and Cyskiewicz, 1997). On the other hands, the component management practices according to the theory include administration at organizational and individual/departments levels. The component suggests that creativeness and innovation are promoted in the organization by giving sizeable level of freedom on the method adopted concerning one's work. It similarly emphasized the prominence of aligning individuals to task and assignment base on skills and interest to boost workers sense of positive challenge at work (Amabile and Cyskiewicz, 1987).



Source: Amabile, 1997

Figure 2: Expanded Theory of Creativity and Innovation

In addition, management practices also contain the aptitude to organise operational work group that abound with diverse skills and individuals who trust and relate well with colleagues and associate. Clearly, from the theory, the interaction of the work-environment with individual creativity and the inclusion of resources, organisational motivation and organisational practices is what guaranteed innovation.

The initial model propounded in the 1983 did not considered the clear theoretical resemblances among the processes of individual creativity and innovation performance both at the individual employees, group and teams within the organisations. As depicted in figure 1, the two models representing the process of individual creativity and innovation at the organisational level is apparently analogous to each other. Comparing the individual creativity components and firms' innovation components indicated that the innovation mechanisms (components) have multiplicative impact on both individual employee and the organisation regarding innovation. Same as the innovation components impacted the several stages of innovation, so the creativity components equally affect the stages of individual creativity. Interestingly, studies evaluating the validity of the componential theory of creativity and innovation have confirmed that all the stages within the creative processes can be described in the same ways as those used for the innovations process.

The first phase in the creative process encompasses identification of goals or problems, and this is called 'task presentation'. Individual employees' resilient intrinsic-motivation to resolve a specific problem or grab an interesting prospective advantage can boost the process. These can be inform of task/assignment from the individual group or supervisor. The second phase within the individual creative process includes organisation of a successful procedure such as time for knowledge building; acquisition of skills and explicit information important to solve related problems. It is assumed that the higher the stock of 'domain relevant skills' in individual's employees, the better the creative ability. The domain relevant phase is usually brief in other to avoid being locked for longer time at the stage.

The third phase in the individual creativity process is meant to engender opportunities and it is referred to as the 'idea generation phase'. This comprises of employees' suggesting a further potentials for unravelling problems to achieve specific goal. This stage (idea generation) depends predominantly on two major 'individual creativity' components': (a) creativity relevant processes, and (b) task motivation. The fourth phase is referred to as the 'idea validation stage' which was designed to evaluate potential solutions provided by individual employees. Specifically, this phase in the individual creative process is about scrutinising ideas alongside standards and benchmarks for the tasks and measures to guarantee the

practicality or correctness of the new ideas evolving from the third phase, although, this phase hinged mostly on the individual skills in the task's domain. Finally, the fifth phase in the individual creative process is referred to as 'outcome assessment' phase where judgments and choices are made based on the outcomes of the fourth phase. This is where the organisation draws a feedback loop leading

Integration of Social Exchange Approach (SEA), Componential Theory and HRM Practices for Creativity and Innovation

The synthesis of social exchange approach and componential theory of creativity and innovation provided an in-depth understanding of factors that promotes creativity and innovation in the organization. Such factors include resources, Management practices and forms of motivation. Similarly, organisations are social systems in which there are expectations from the employer and employees which is the basis for social exchange. The expectation of workers in the exchange process will determine their level of commitment and creativity towards achieving the goal of the organisation. Certain human resource management practices can mediate and shape employee's attitude towards being innovative in their task.

Peter Blau (1964) in his seminar work titled exchange and social life, conceived relationship as social association that takes the form of exchange activities whether physical or non-physical, which can be rewarding and/or negative or positive between at least two or more individuals. Within the organisation, a party (i.e. the firm, a manager or co-worker) can offer the other party (i.e. the workers) with several forms of assistances (i.e. training, support from management, motivation and knowledge source), when the beneficiary believes that the offer is equally valuable and equitable (Carrel and Ditrich, 1978), they will probably obligate to respond in some way. SET emphasized the form of relationship needed to exist between individual employee and the employing organisation, explaining how the norms of reciprocity can serve as the basis for employee's motivation. A socially rewarding relationship that entails obligations, trust, investment, contributions and future expectation of returns for both employees and employers can promote innovative work behavior, therefore enhance innovation performance. Managerial expectations such as recognition, empowerment and investment in human capital will create a climate of trust and capabilities to bring the organisation and the employees to a state of positive social relationship which will in turn enhance employee's creative ability. To enhance innovation according to SEA, organisations must ensure climate of trust that is socially rewarding to motivate the employees to reciprocate the organisation's fair treatment.

Similarly, explaining the nexus between HRM practices and innovation using the componential theory of creativity and innovation provided an insight into the socio-psychological components necessary and the exact form of motivation needed in the work environment to enhance creativity and innovation. Unlike the SEA which emphasized on relationship needed to improve innovation, the componential theory on the other hands proposes that, aside from the main resources/inputs needed to deliver innovation in the organisation, the work environment can nurture or inhibit the process of innovation. The theory states that organisational settings have a number of work environment factors such as positive challenge, management support, effective team and diverse skills that can enhance innovation in the organisation. It further explains the influence of work environment on individual and team creativity as well as its overall effects on innovation performance. A parallel component was proposed for innovation comprising resources, management practices, organisation motivation and work environment. They were meant to support the individual and team's creativity and in turn enhance innovation performance. The theory is a social- psychology approach designed to enhance creativity and innovation through consideration for the work environment being a critical factor that determines the ability of employees to innovate

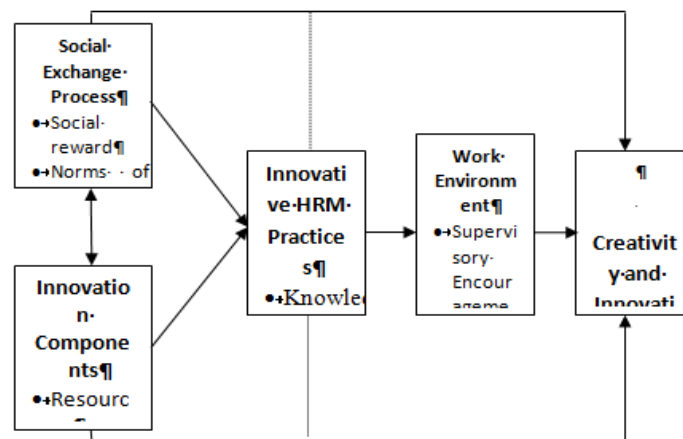


Figure 3: Model of Organizational Creativity and Innovation.

The model above synthesizes the Social Exchange Approach (SET) and Componential Theory of Creativity and Innovation (CTCI) bringing forth how human resources management practices can influence work environment to foster creativity and innovation. The interplay between the human resource management practices and other resources/skills as well as socially rewarding relationship will generate the required knowledge, relationship and motivation needed to foster innovation. Within this framework, human resources management practices such as autonomy, knowledge management, training and motivation, etc are management expectations/practices to shape the work environment that will be supportive and bolster creativity and innovation. Employees see human resource management practices as the firms' commitment to them which represents a sort of exchange with feelings that the benefits received via HRM practices activities make the employees feel obligated to reciprocate with commitment to the organization. Specifically, workers weigh the fairness of the exchange by attempting a comparison of their inputs and output with that of other colleague and when one party perceives equity in relation to the exchange then a reciprocal relationship arise, where all parties feels obligated to the other. This in turn will elicit innovative behaviour as a result of extra-role an employee will perform in addition to the expected daily task originally assigned.

CONCLUSION AND FUTURE RESEARCH IMPLICATION

In conclusion, this paper has developed a general framework integrating social exchange and componential approach incorporating HRM practices as source of innovative work environment. Secondly, this conceptual framework is an attempt to synthesis both theoretical views and their inherent characteristics believed to be necessary for organizational innovation. On the other hand, it build on Amabile's innovation components (see figure 1) as well as Blau's social exchange process in the organization (see figure 1). To grasp the impact of HRM and its practices on innovation, the paper has brought into the conceptual framework insights from the creativity and innovation literature (regarding to the behavioural and work environment factors enhancing organizational innovation). This paper has also sketched the connection between social exchange process in the organization, components of innovation and HRM practices. It has first presented some of the elements of the social exchange and componential approach, the innovative HRM practices and resulting environment needed for organizational innovation. For organizations, this approach suggests that managers must be made to understand the importance inclusive social exchange processes and its rewards to both employer and employee and integrate the process into the process of innovation considering innovation components and practices of HRM to create better environment to enhance employee's creative ability. The analysis of creativity and innovation from socio-psychological perspectives opens up new and exciting awareness for research.

Finally, it is suggested here that researchers begin with an empirical investigation of the link among the various seemingly relevant social and behavioural approaches with the view to have holistic understanding of what constitute innovation dynamics in the organization. Further research may adopt a more systematic approach to examine the role of various social/work environment factors on innovation. It seems fundamental to understand how work environment, relationships in the organization and behaviours shape employee's creative ability to foster innovation in the organization.

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